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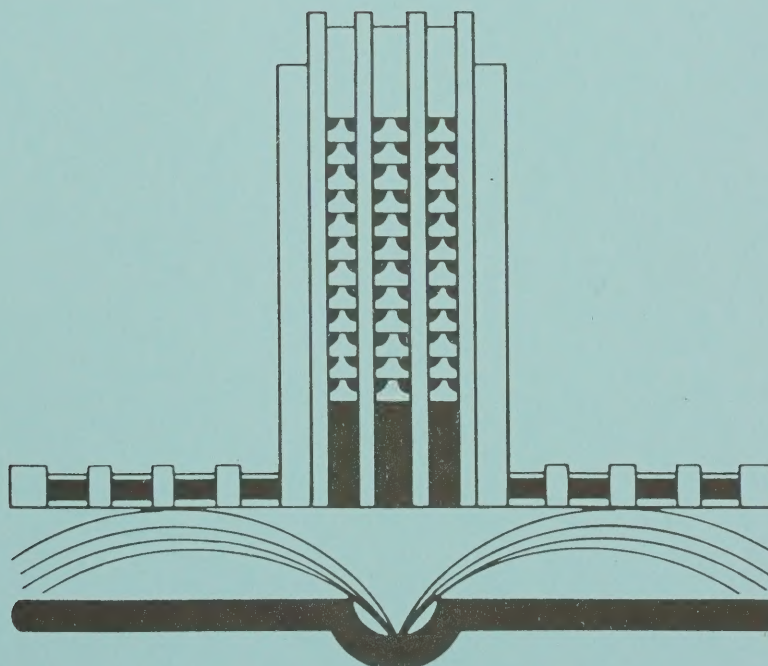
4hprk: Youth Program Management

A Professional Research and Knowledge Taxonomy for Youth Development

Kathleen C. Hayes
Family Information Center
and
Sandra L. Facinoli
Youth Development Information Center

September 1988

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4hprk: Youth Program Management

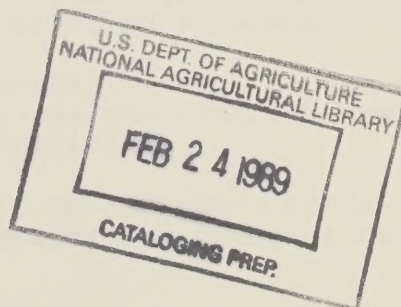
A Professional Research and Knowledge Taxonomy for Youth Development

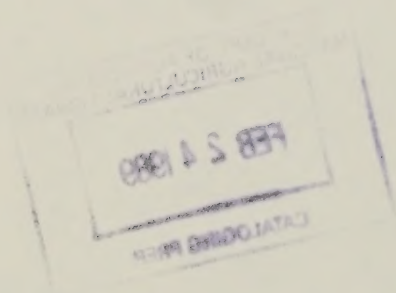
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Special thanks go to NAL support staff, Becky Thompson and Terry Price.





Background

The Professional Knowledge and Research Base of Extension 4-H Youth Development (4hprk) was a project funded by the Extension Service, U.S. Department of Agriculture. Two Land-Grant Universities cooperated with officials from the Extension Service and the National Agricultural Library (NAL) to identify the knowledge and research base of Extension 4-H Youth Development education and to abstract/compile the foundation materials to strengthen research-based 4-H youth development education throughout the United States.

Professional Research Knowledge Taxonomy Created

The Cooperative Extension Service, Mississippi State University completed the identification, collection, and annotation of works of research and inquiry related to Extension 4-H Youth Development from the academic, public and private sectors. The Ohio Cooperative Extension Service completed the identification and compilation of the knowledge base dimension of the project. This compilation represents the resources most frequently identified by Extension 4-H Youth Development professionals in the States as cornerstones for their educational programs.

The resources were subsequently sorted for the use of educators according to the five (5) basic component areas that comprise the identified knowledge base from which 4-H youth development proceeds: Communication, Educational Design, Youth Development, Youth Program Management, and Volunteerism.

Resources Housed at the National Agricultural Library (NAL)

A collection of resources identified as the 4-H professional, research and knowledge base (4hprk) is currently being assembled at NAL. Key research, books, and journal articles are being processed for the collection and subsequently added to AGRICOLA, NAL's national and international electronic database.

This bibliography, A Professional Research and Knowledge Taxonomy for Youth Development: Youth Program Management, was created by using the identifier "4hprk youth program management" during a search of the AGRICOLA database. Readers will find such subject matter as: administrative planning, organization, human resource management, control and budgeting, marketing, resource development, and recruitment/retention of members.

In addition to being accessible electronically, hard copies of the publications are also available through the interlibrary loan system of university and local libraries.

Accessibility to published literature is one of NAL's goals. Please refer to the end of this bibliography for information on how to obtain copies of these items.

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Youth Development Information Center
Established at the National Agricultural Library

One result of this tremendous effort has been the formation of a Youth Development Information Center. A joint project of the Extension Service and the National Agricultural Library, the Center's staff assist youth development professionals with accessing the resources of the Library. The staff also assist the National Association of Extension 4-H Agents as they continue to identify and abstract resources for the 4hprk collection.

The Center staff work with other youth development agencies and organizations in the establishment of national youth information networks. Staff also identify materials for the national collection.

Services offered by the Center's professionals include: answering specific questions, referring users to other agencies and organizations, and conducting literature searches in a variety of databases.

1

The 4-H Agent's Job: Another Look.

Goering, D. H.

Jan/Feb 1980. v. 18 p. 23-28.

Madison: The Journal of Extension.

NAL Call No.: 275.28 J82

Abstract: This Iowa study was done to identify the critical duties and tasks to be performed to successfully conduct an extension 4-H and youth program. The results of this study suggest that there's a need for the 4-H and youth agents to emphasize the educational leadership tasks of their positions. Professional youth workers must continually guard against becoming a service oriented youth worker. By combining the results of this study with the several other role studies, and with the proper use of the 4-H program assistants now available in many counties, 4-H and youth agents have the opportunity to look at their position, asking: "Am I doing the most critical components of my position?" The identification of the critical components of the job should provide food for thought for the seasoned, experienced youth agents and thoughtful guidance to newly employed 4-H and youth agents, as they strive to succeed in their positions.

2

4-H Winners: What Do We Know About Them?

Jenson, G.; Young, R.; Adams, G.; and Schvaneveldt, J.

Jan/Feb 1982. v. 20 p. 13-17.

Madison: The Journal of Extension.

NAL Call No.: 275.28 J82

Abstract: The purpose of this study was to determine the image of 4-H as perceived by 4-H contest winners. A questionnaire asking about family life, friendships, amount of involvement by family members in 4-H, the perceived image of the community and peer groups about 4-H, and other related items was given to the contestants. The 6 top-ranked reasons expressed by respondents for joining 4-H listed parents being a leader first, followed by encouragement by friends, personal enrichment, horse projects, livestock shows, and because the whole family was involved. These data suggest a need for more 4-H evaluation research. The awareness of the need for more research in Utah has certainly been heightened by the rather sparse availability of quality evaluative research data. We realize, of course that this sample isn't representative of the average 4-H youth in Utah, or elsewhere, but the results nevertheless raise important questions and concerns that we as Extension workers must take into consideration as we plan and develop programs in the area of youth development and 4-H work.

3

A 4-H Youth Worker's Competency Study.

Cheatham, Danny Lamar.

Thesis. Mississippi State University, Department of Agricultural and Extension Education, 1976.

NAL Call No.: S533.F66C43

Abstract: This investigation was to determine the competencies, as perceived by Extension workers, necessary for the successful operation of a 4-H program. Data were collected through a mailed questionnaire to which a sample of 146 Extension workers responded. Computations consisted of determining mean, frequency, percent, ranking with category, and overall ranking. Data analysis revealed that 144 of the original 157 competencies were rated "need much" or higher. Sixty of the competencies were rated halfway between "need much" and "essential" or higher. Administrative, communication, and program execution categories were consistently ranked higher while evaluation and resource development consistently ranked lower. Program planning, staffing, and teaching were perceived as being generally equal in value for success in a 4-H program. Responses revealed that 4-H agents should be partially responsible for performing all the competencies and competencies should be acquired during in-service or on-the-job training.

4

Advisory Councils: A Theoretical and Practical Guide For Program Planners.

Cole, Jacquelyn M.; and Cole, Maurice F.

Englewood Cliffs, N.J.: Prentice-Hall, c1983.

NAL Call No.: LC220.C64

Abstract: This book is a comprehensive approach to training persons to utilize advisory groups in program development. The content focuses on the concepts, theories, instructional components, citizen involvement, and models of successful advisory council. It contains practical information and applications on topics such as how to construct an agenda, how to conduct effective meetings, group decision making, interpersonal communications, and program planning through groups. Examples and illustrations are drawn from the Cooperative Extension Service.

5

Applied Psychology in Personnel Management.

Cascio, Wayne F.

Englewood Cliffs, N.J.: Prentice-Hall, c1987.

NAL Call No.: HF5549.C297 1987

Abstract: Personnel psychology, as defined by the author, is the application of psychological research and theory to problems of organizational human resource utilization. Written for individuals with some background in personnel management and basic statistics, the overall objective of the author is to help

the student or professional effectively integrate psychological theory with appropriate tools and methodologies for increasing organizational effectiveness. The book begins with a discussion of the pervasive nature of organizations in human society followed by an overview of the legal considerations of employment and personnel management. A conceptual model for viewing the personnel process is introduced in Chapter 3 where an open systems approach portrays the topical areas of job analysis and evaluation, human resource planning, recruitment and initial screening, selection, training, and performance appraisal as a network of sequential, interdependent components comprising a complex personnel process. The model presented in Chapter 3 provides a framework and structure for the rest of the book. Each of the topical areas of the personnel process is sequentially addressed in subsequent chapters. Other major topics covered include: the law and personnel management; measurement of individual differences; compensation and rewards; and ethical issues in human resource management. The book places great emphasis on the use of systematic and reliable procedures of measurement and assessment throughout the human resource management domain.

6

Attitudes of Adolescent Males Toward Adolescent Pregnancy and Fatherhood.

Redmond, M. A.

July 1985. v. 34 (3) p. 337-342.

St. Paul, MN: Family Relations.

NAL Call No.: HQ1.F36

Abstract: Seventy-four adolescent males living in the Kitchener-Waterloo area of Ontario, Canada were administered questionnaires. One-third of the sample had been involved in a teenage pregnancy. The questions measured attitudes toward adolescent fatherhood and willingness to be involved in pregnancy decision-making during their teenage years. Whether in a casual or serious dating relationship, all males wished to be told if pregnancy occurred. Most were willing to talk to their girl friends about alternatives available. The number of hours that the males were employed correlated with a willingness to participate in pregnancy decision-making in both casual and serious dating relationships. Regardless of which alternatives were considered, subjects were more likely to include the girl friend and parents in the pregnancy decision-making, and to exclude peers. Although the males may not have accepted the girl friend's resolution of the pregnancy, they still were willing to cooperate with the outcome. Generally, males included in pregnancy decision-making found this to be a positive experience.

7

Attitudes of Selected Oklahoma Cooperative Extension Staff
Toward Tasks of Adult 4-H Volunteer Leaders.

Hastings, Shirley Welch.

Thesis. Oklahoma State University, 1979.

NAL Call No.: S533.F66H29

Abstract: The purpose of this study is to help evaluate Extension staff attitudes regarding 93 tasks of adult 4-H volunteer leaders. The sample for the study included all county extension staff members, district 4-H agents, district directors, district home economists, and state 4-H staff members. The instruments included a Likert-type rating scale to identify the perceived attitude of staff members regarding the tasks and a checklist to classify tasks as educational, maintenance, or managerial. Relationships among the variables were analyzed primarily by the chi-square statistical test. Findings indicated that attitudes regarding volunteer leader tasks varied among districts, according to tenure of staff, bachelor degree area of staff, and whether staff held a county, district, or state staff position.

8

Attitudinal Differences: A Study Comparing 4-H Members and
Dropouts, Ages 13 to 15, in 16 Montana Counties.

Petroff, Arthur Reeves.

Thesis. Montana State University, 1984.

NAL Call No.: S533.F66P478

Abstract: The problem associated with this study was to determine that certain attitudes of active Montana 4-H members and dropouts, ages 13 to 15, are different and to identify reasons associated with dropping out of the program. Present and past 4-H members who were 13-15 years of age when rerolled in 4-H were sent a researcher developed instrument. The data received by the survey were tested using the Pearson correlation coefficient and chi-squared test of independence. The major conclusions drawn from this study are that: 4-H may not be for every youth but the 4-H program should explore ways to broaden its appeal while retaining 's 4-H image, 4-H and school will vie for young people's time and family participation in 4-H is important to 4-H member retention.

9

Behavior in Organizations.

Porter, Lyman W.; Lawler, Edward E.; and Hackman, J. Richard.
New York: McGraw-Hill, 1975.

NAL Call No.: HD31.P645

Abstract: This book is designed to serve as an introduction to the study of individual behavior in organizations. Particular focus lies in the study of the interaction between individuals and organizations in a work environment. The book is organized into five parts. Part I includes a discussion of the nature of

both individuals and organizations and presents a variety of viewpoints and theories for understanding and analyzing each. Part II investigates the initiation and development, the relationship between organizations and individuals, and introduces basic concepts of career development processes. Structural processes affecting or influencing work behavior are discussed in Part III. Topics discussed include how contextual factors such as technology, society, environment, and human resources affect behavior; organizational design; and job design. Part IV deals primarily with the organizational functions of performance appraisal and evaluating and rewarding work effectiveness. Also included in Part IV is a discussion of the social influences on organizational members and performance. Part IV is devoted to the topical areas of planning, implementing, and evaluating organizational change efforts. Throughout the work, the authors place considerable emphasis on the analysis and implications derived from the material presented.

10

A Comparison of Attitudes Toward Competition in Ohio 4-H
Current 4-H Members Versus 4-H Dropouts.

Collins, Christy Sue.

Thesis. Ohio State University, 1986.

NAL Call No.: S533.F66C622

Abstract: The purpose of the study was to describe attitudes of current 4-H members and dropouts toward competition, and identify any existing differences. Preferences of members and dropouts toward direct versus indirect competition were also described and compared. The population studied was 4-H members and 4-H dropouts. Questionnaires were mailed to 172 4-H members (80 percent response) and 172 dropouts (72 percent response). In attitudes toward competition, membership status was found to be significant. No significant differences were found on the basis of sex, age, or years in 4-H. Sex and membership status were found to be significant in preference toward direct versus indirect competition; age and years in 4-H age were not significant. All groups had negative attitudes toward competition. In addition, all groups preferred indirect competition.

11

A Comparative Study of Kansas and Missouri Extension
Professionals' Attitudes Related to Employment of 4-H Youth
Paraprofessionals.

Munson, Mary Kay.

Manhattan, KS: Cooperative Extension Service, Kansas State University.

NAL Call No.: MLCM 83/1044

Abstract: No abstract available.

12

Computer Simulation of Policy Alternatives of the Minnesota 4-H Youth Development Program.

Stulken, Laurel Eileen.

Diss. University of Minnesota, 1982.

NAL Call No.: S533.F66S82

Abstract: Human Service organizations are influenced in significant ways by elements in their environment. The way Human Service organizations structure themselves, the technology they utilize and the environment in which they operate are the variables considered in this research model. A simulation model is constructed for the purpose of assisting decision makers in analyzing potential alternatives for decision making. The Human Service organization utilized for the purposes of this study was the Minnesota 4-H Youth Development program for the University of Minnesota Agricultural Extension Service. The model was constructed based on the theory of organizations which includes their structure, technology, and environment and the relationships between the same. A casual map of the relationships was developed. Indicators of structure, technology, and environment were identified and data for each indicator collected from the periods 1925-1980.

13

Determining Needed Competencies of Extension County 4-H Agents and Developing a Curriculum To Provide Those Competencies.

Development of a curriculum for professional youth workers.

Sappington, Charles Wesley.

Mississippi State, Miss.: Mississippi State University, Dept. of Agricultural and Extension Education, [1977].

NAL Call No.: S534.M7D4

Abstract: This project was to determine competencies needed by 4-H youth agents and develop a curriculum to provide those competencies. Seventy-five competencies in seven categories made up the instrument administered to 1,953 Extension workers and volunteer leaders representing 43 states. A curriculum based on this project's process should produce learners who can perform competently when employed and who have the basic values and concepts necessary to solve problems and to cope effectively in various situations. This process follows the assumption that the competencies identified as being needed by your professionals require cognitive, affective, and psychomotor behaviors. Necessary concepts, values, and skills must be learned to properly perform the competencies. Such curricula leads to an education which will be operationally and occupationally beneficial and includes concepts, values, and skills which help individuals adapt and solve problems which are different from or in addition to the ones originally learned.

14

Effective Public Relations.

Cuttip, S. M.; and Center, A. H.

Englewood Cliffs, NJ: Prentice-Hall, c1987.

NAL Call No.: HM263.C78 1985

Abstract: No abstract available.

15

An Evaluation of the 4-H VISTA Project 1982-83.

Hedin, Diane.

St. Paul, MN: University of Minnesota, Center for Rural Development, 1983.

NAL Call No.: S533.F66H432

Abstract: This study was conducted to explore whether 4-H had a role to play in inner city, minority communities in Minnesota and what the nature of that role should be. All but one of the VISTA's who were still working were personally interviewed. County agents who were responsible for supervising the VISTA's in their county were also asked to complete a short, two-page written questionnaire. A series of informal interviews were conducted with members of the 4-H state staff, who had direct responsibility for the program, a few Extension staff members in different communities were involved but did not supervise VISTA's, and the State VISTA/Action coordinator who funded the project. The proposal and the quarterly reports were also analyzed. It was concluded that the following factors should be considered when launching a similar effort: 4-H's orientation toward year-long planning cycles, and the difficulty of adding large new programs during that cycle; and the supervisor's experience with 4-H urban programming.

16

An Evaluation and Accountability Study of Three Selected Extension 4-H Staffing Models.

Long, Norman Dale.

Diss. Ball State University, 1978.

NAL Call No.: S533.F66L58

Abstract: The purpose of the study was to systematically analyze three existing CES 4-H staffing models for costs associated with each of ten selected measures of program effectiveness. The study was designed to provide empirical information on CES with regard to cost/effectiveness expected from applied 4-H staffing models. The population was all 4-H administrative units in each of the three selected North Central Extension region states of Iowa, Indiana, and Ohio in which the existing 4-H staffing model: was characteristic of a prototype model selected for the respective state; had been in operation two or more years; and contained a majority of Extension

professionals employed two or more years. Analysis of the data pointed out an enormous need for refinements and further development of program effectiveness measures as well as improved 4-H accounting procedures to assess the status of 4-H programs.

17

Factors Affecting the Reenrollment and Dropout Rates in Wyoming 4-H clubs as Perceived by Younger First Year 4-H Members and Their Parents.

Popken, Kathleen E.

Thesis. University of Wyoming, 1986.

NAL Call No.: S533.F66P66

Abstract: This study was to determine the factors which affect a youth's decision to reenroll in or drop out of a 4-H club, after one year of membership. A sample of youth who enrolled in a Wyoming 4-H club at age eight and then either reenrolled or dropped out were sent a survey about their 4-H experience. Their parents were sent a similar instrument. A total of 250 of 540 surveys were returned and processed. Frequency and contingency tables were used to determine statistical significance of the responses. Results showed some significance between a youth's decision to reenroll or drop out and several of the factors noted on the survey instrument. Results also indicated a relationship between the parent's past 4-H experience, residence, educational level and the youth's decision to reenroll or drop out.

18

Factors Associated With Participation of Older 4-H Members in West Baton Rouge Parish, 1980.

Rochon, Lorris Metz.

Thesis. Louisiana State University and Agricultural and Mechanical College, 1981.

NAL Call No.: S533.F66R64

Abstract: The purpose of the study was to determine the nature and extent of participation by older 4-H club members for use in future parish and state programming. Questionnaires were completed by 72 ninth, tenth, and eleventh grade club members attending the September 1980 4-H club meetings held with the three high school clubs. Correlation procedure and analysis of variance were used to test the relationship of the importance placed on the 4-H club versus participation in other clubs and relationships of cooperation, competition and satisfaction in the 4-H club with participation in 4-H programs. The findings indicate high family stability and residency tenure among the families of respondents. Club members and parents were club or organization oriented. Over one-half joined 4-H without any influence.

19

Factors and Characteristics Associated with Reenrollment and Dropout of Younger First Year 4-H Members in Selected West Virginia Counties.

Hartley, Richard Stephen.

Diss. West Virginia University, 1982.

NAL Call No.: S533.F66H28

Abstract: This study was to determine the factors and characteristics which are associated with the reenrollment and the dropout of younger first year 4-H club members in Ritchie county and eight other counties in West Virginia and to determine possible implications for organization, personnel, and curriculum decisions from the findings of their study. Findings show that the 4-H club program may increase reenrollment percentage of first year 4-H members by making some program adjustments. These adjustments are discussed.

20

Factors Contributing to Nonreenrollment of 4-H Club Members in Southeastern Florida.

Culbert, Daniel Freas.

Thesis. University of Florida, 1983.

NAL Call No.: S533.F66C82

Abstract: This study was to determine the diversity and degree of importance of 4-H nonreenrollment reasons, to determine if reasons were associated with selected personal characteristics and programmatic variables. Most respondents indicated their decision to leave 4-H was multifaceted in nature. The most frequently given reasons were the club disbanded, the leader quit, and having too much else to do. Respondents were generally older than 13, female, white, long term residents, were from families with two or three siblings and married parents, had both parents working, and did not have jobs. Respondents generally belonged to no more than one youth group, spent less than two years in 4-H, and had more than four friends in 4-H. Respondents holding leadership positions were more likely to indicate a lack of cooperation in the club.

21

Factors Influencing State of Arizona Cooperative Extension 4-H Agents to Leave Their Profession.

Squire, Patrick Joseph.

Thesis. University of Arizona, 1982.

NAL Call No.: S533.F66S68

Abstract: This study identified the factors that influenced Arizona Cooperative Extension 4-H agents to leave their profession between 1970 and 1981. A population comprised of 21 current and 32 former Arizona Cooperative Extension 4-H agents was utilized. Data were collected via a mailed questionnaire. Salary, weekend and evening meetings and pay per hour of work had "very much influence" on the former 4-H agents' decision to

leave their profession. Current 4-H agents also indicated that salary, weekend and evening meetings and pay per hour might influence 4-H agents to leave their profession. Working with youth to achieve goals and awards had more influence on both the former and current 4-H agents to enter 4-H as a profession than salary or their parents. Majority of the former 4-H agents who were employed at older ages (28 and above) tended to stay longer in the 4-H profession than those employed at younger ages.

22

Factors Limiting Hispanic Involvement in 4H.

Harmon, Mary Wavra.

Report presented to the faculty of the School of Education.

San Diego State University, 1986.

NAL Call No.: S533.F66H255

Abstract: The 4-H program in Imperial county is mainly participated in by middle-class Anglo youth, although the county's minority population, particularly Hispanics, continues to increase. Reasons for the lack of Mexican-American involvement in Imperial county 4-H clubs is the major focus of this paper. Awareness, perception and parental support by the Hispanic community appear to be the major barriers to minority enrollment. This paper investigates these factors and draws conclusions based on data obtained through a sample survey of 119 Anglo and Hispanic fifth-graders.

23

Factors Related to Reenrollment in 4-H of Eight Through Twelve-Year-Old Members.

Caplinger, C. L.

Thesis. The Ohio State University, 1984.

NAL Call NO.: S533.F66C32

Abstract: The purpose of the study was to identify factors which are related to the reenrollment of 4-H members. Eight through twelve-year-old reenrollees were compared to non-reenrollees in the same age group to determine if relationships existed between selected factors and their reenrollment status. The target population was all traditional 4-H club members in Ohio in 1982. A stratified random sample was taken from 10 counties, two randomly selected counties from each Extension district. A mailed questionnaire was used to collect data. Substantial relationships were identified between the years of club membership and planned membership in 4-H. Factors that showed a moderate relationship with reenrollment were: earning money from 4-H projects, liking project work, 1983 4-H enrollment of siblings, parents' attendance at club meetings and desire to be a Junior Leader.

24

The Impact on the Attitudes of 4-H Policy Council Members,
Extension Professionals and 4-H Adult Leaders on the
Incorporation of an Urban 4-H Program into the Traditional
Program.

Williams, Charles Edward.

Diss. Ball State University, 1979.

NAL Call No.: S533.F66W544

Abstract: The purpose was to analyze the impact on 4-H policy council members, Extension professionals and 4-H adult leaders regarding the incorporation of a 4-H urban program into the traditional 4-H program. The study was designed to provide data for Cooperative Extension Service personnel concerning the impact of changes in attitudes toward policy and administration of 4-H programs, as well as develop ways and means for the integration of an urban 4-H program into the traditional 4-H program. The documentation produced new base line information and will enhance efforts in determining resources, training and programmatic needs of an urban 4-H program.

25

Innovation and Entrepreneurship Practice and Principles.

Drucker, Peter F.

New York: Perennial Library, 1986.

NAL Call No.: HD62.7.D7 1986

Abstract: This book presents the actions and behaviors of entrepreneurs, which Drucker contends should be a part of every executive. An introduction on how innovation and entrepreneurship relate to the economy leads into the three parts of this book. Part I: The Practice of Innovation describes where and how the entrepreneur searches for innovative opportunities and develops that opportunity into a usable idea. Part II: The Practice of Entrepreneurship concerns the institutions that foster entrepreneurship. These consist of existing businesses, public-service institutions, and new ventures. This part also brings forth what is needed to be successful as an entrepreneur. Part III: Entrepreneurial Strategies offers ways to bring an innovation successfully into a market. This book concludes with how innovation and entrepreneurship relate to society.

26

The Interrelationship of Self-concept and Performance and
Selected Characteristics of Extension 4-H Youth Agents Within
the Mississippi Cooperative Extension Service.

Crane, Jean Bonds.

Diss. Mississippi State University, 1981.

NAL Call No.: S544.3.M7C7

Abstract: The purpose of this study was to determine the interrelationship of the Mississippi Cooperative Extension Service 4-H Youth Agents' self-concept as measured by the MCES

Performance Evaluation Instrument with selected characteristics. Statistical procedures consisted of determining central tendencies, frequencies, percentages, and stepwise multiple regression. Data analysis revealed no significant correlations between the scales related to personal, physical, family, moral, ethical, and social self and performance of 4-H Youth Agents. Stepwise multiple regression produced no combination of self-concept variables significantly related to overall performance of respondents. Only one variable, gender, explained a statistically significant portion of variance. Female agents scored higher than males on the performance rating. All the variables in the predictor set collectively explained 24.33 percent of the performance variance. The self-concept variables of self-criticism and moral-ethical self were not related enough to the performance measurement to enter the prediction equation.

27

Keeping 4-H Members.

Hartley, R. S.

July/Aug 1983. v. 21 p. 19-24.

Madison: The Journal of Extension.

NAL Call No.: 275.28 J82

Abstract: A completed West Virginia study determined re-enrollment and dropout rates of 76 first-year 4-H club members, ages 8-11. This study also examines factors that seemed to have a bearing on whether a person will stay in 4-H. Implications for curriculum, organizational, and personnel decisions were established. The community 4-H club program may increase the re-enrollment rate of its first-year members by making some program adjustments. The 4-H staff needs to encourage 4-H leaders to provide opportunities for member participation and recognition to meet the various needs of youth. The first-year 4-Her must take an active part in 4-H programs earlier in the club year. Volunteer 4-H leaders need to welcome and encourage parents and other family members to become involved in 4-H. Project learning, completion, and recognition in 4-H must be emphasized.

28

Massachusetts Extension Agents' Perceptions of the 4-H Image.

Mullen, Cathy S.

Thesis. Ohio State University, 1980.

NAL Call No.: S534.M4M8

Abstract: No abstract available.

29

Measuring Social Intimacy in Same-sex and Opposite-sex Contexts.

Craig-Bray, L.; and Adams, G. R.

Spring 1986. v. 1 (1) p. 95-101.

Tucson, AZ: The Journal of Adolescent Research.

NAL Call No.: HQ793.J68

Abstract: A validation study of the social intimacy semi-structured interview, devised by Orlofsky, Marcia and Lesser (1973), was completed to establish predictive validity with self-reported loneliness, psychosocial intimacy capacity, and social interactions in same-sex and opposite-sex contexts. Twenty-three males and 25 females completed the intimacy interview, a loneliness scale, an intimacy scale, and the Rochester Interaction Record. Subjects were categorized using the intimacy interview into isolated, stereotyped and intimate statuses. The evidence suggests both divergence and convergence regarding expectations associated with predictive validity. The interview assessment showed strongest convergence with self-report scales measuring loneliness and intimacy capacity and weakest convergence with social behavior experiences.

30

Motivation and Work Behavior.

Steers, Richard M.; and Porter, Lyman W.

New York: McGraw-Hill, c1983.

NAL Call No.: HF5548.8.S719 1983

Abstract: The overall purpose of the book is to integrate and synthesize key research efforts, theories, and applications in the area of work motivation into a single volume. The book presents a wide array of contemporary theories of motivation as well as ways they have been supported by research and practice. The link between motivation issues and other organizational functions is also explored. The book is organized into four parts with Part I devoted to building a framework for understanding basic fundamentals of motivation theory as well as a review of historical approaches to the study of motivation. Part II introduces a number of contemporary theories and related research in the area of motivation. The authors sequentially introduce need theories of motivation, cognitive theories of motivation, and reinforcement theories of motivation, followed by a discussion of the applications of the cognitive and reinforcement theories. Part III addresses key issues related to motivation in the work place and is intended to build a link between theory and practice. Topics addressed in Part III include reward systems in organizations, punishment and sanctions, job attitudes, stress, performance, social influences on motivation, employee attachments to organizations, job design, and cross-cultural influences on motivation and performance. Part IV attempts to summarize the most important concepts of work and motivation into a broad-based perspective for thinking about motivation issues. The authors make use of a number of contributing authors to explain key concepts, research and theories.

31

The New Competition.

Kotler, Philip; Fahey, Liam; and Somkid Jatusripitak.
Englewood Cliffs, NJ: Prentice-Hall, c1985.
NAL Call No.: HF5415.12.J3K6

Abstract: Japan was a vanquished country after World War II, but it has since risen to become one of the world's leading economic powers. This book examines the principles Japan used to make this rise to economic power. Part I: The Marketing Battleground examines Japan's record of success, with emphasis on the causes and marketing strategy that helped them acquire their economic power. Part II: Far Eastern Marketing Strategies: The Road To Domination discusses the range of marketing strategies that Japan used to enter markets, deeply penetrate those markets, confront opponents, and then dominate the market. Part III: Meeting The New Competition reveals how Western companies can respond to Japan's marketing strategy. This book contains many examples of the methods Japan used to enter different markets and used their marketing strategy dominate.

32

Organizations: Structures, Processes, and Outcomes.

Hall, Richard H.
Englewood Cliffs, N.J.: Prentice-Hall, c1987.
NAL Call No.: HM131.H237 1987

Abstract: A key focus of the 4th Edition is on organization outcomes and their effects on individuals, groups of individuals, communities, and society in general. The initial chapter of the book devoted to organizational outcomes provides a framework for examining the internal structure and function of organizations as well as the environments in which they operate. The author then discusses the nature and types of organizations from a variety of perspectives including a discussion of the ontological debate as to the true existence of organizations. Chapters 3 and 4 discuss the structure issues of complexity, formalization, centralization, context, and design. Chapters 5 through 8 address the processual components of organizational analysis, specifically, power, leadership and decision making, communications, and organizational change. Also a key focus of the 4th Edition is an expanded emphasis on the environments in which organizations operate and their impact on organizational decisions and performance. The concept of organizational environments is discussed in Chapters 9 and 10. Chapter 11 deals exclusively with the concept of organizational effectiveness and begins with an overview of several models for assessing organizational performance. A contradiction model is presented as a plausible way of analyzing organizational effectiveness across a variety of performance dimensions. The text concludes

with a short chapter on organizational theory. The book provides the reader with foundation knowledge necessary to understand and use organizations to achieve meaningful outcomes. The author equally treats all types of organizations and makes specific mention of volunteer organizations in the text.

33

Perceptions Held By Superintendents, Principals, and Teachers of the South Carolina 4-H In-school Educational Program.

Clinkscales, William Cherry.

Diss. Virginia Polytechnic Institute and State University, 1984.
NAL Call No.: S533.F66C55

Abstract: This study investigated perceptions held by public school personnel of the South Carolina program with respect to 4-H curriculum, state 4-H program objectives, utilization of teachers as volunteers, the Extension Agent's role, school personnel involvement in planning 4-H programs, use of communications media and certain aspects of utilizing volunteers from outside the school, and whether the perceptions varied in relation to the respondent's school type, school setting, and the person's own prior 4-H experience. The research design was a survey research design with a mail questionnaire. The target populations were superintendents, principals and teachers of South Carolina public schools. The statistical analysis included the Chi-Square test of independence. The data showed that the elements of the 4-H program are frequently observed by public school personnel.

34

Perceptions of Who Should Perform Selected 4-H Tasks in Montana.

Bertelsen, David Laurits.

Thesis. Montana State University, 1987.
NAL Call No.: S533.F66B485

Abstract: This study determined perceptions of 4-H program assistants, county agents, and 4-H leaders regarding who should perform selected tasks. Data were collected from 14 county agents, 13 program assistants and 310 leaders in the 14 counties of Montana having program assistants. Findings indicate differences in perception of program assistants, county agents, and 4-H leaders regarding who should perform the majority of the selected tasks to meet the needs of the 4-H program in Montana. There was not always a clear understanding of who should perform the selected tasks; county agents and program assistants saw themselves as performing but not having primary responsibility for many of the same tasks. Recommendations include increased communication as to responsibilities for certain tasks and clear job descriptions for all concerned.

35

The Planning of Change.

Bennis, Warren G.; Benne, Kenneth Dean; and Chin, Robert.
New York: Holt, Rinehart, and Winston, c1985.
NAL Call No.: HM101.P558 1985

Abstract: The book is comprised of a assemblage of essays, readings and assorted works by a broad array of authors, each making a contribution to achieving the book's central goal of helping the reader in the application of valid and appropriate knowledge in human affairs for the purpose of creating intelligent action necessary to bring about planned change. Planned change is described as a conscious, deliberate, and collaborative effort to improve the operation of a human system. Greatest emphasis is placed on the processes of planned change—on how change is created, implemented, evaluated, maintained, and resisted. Other topics discussed include the social and psychological consequences of planned change, antecedent conditions for change, strategies for effecting change, plus the role of training, consulting, and applied research in creating and maintaining change. The book is organized into four sections, with Part I devoted a retrospective look at the history of planned change and outlines the development of the theory and practice in the field. Part II deals with the concept of systems analysis as a tool for observing and diagnosing the current state of human systems. The actual planning and intervention processes involved in enacting change are discussed in Part III. Finally, Part IV addresses the concept of values and goals as key factors in determining the success of a change effort.

36

Principles of Marketing.

Kotler, Philip
Englewood Cliffs, N.J.: Prentice-Hall, c1986.
NAL Call No.: HF5415.K62 1986

Abstract: This book contains information on marketing, marketing management, and the marketing concept. Marketing is the study of the exchange process, marketing management is the improvement of marketing to benefit all those involved, and the marketing concept is the philosophy that if an organization satisfies their customers, they are likely to return a profit. Part One: Understanding Marketing introduces the reader to the role of marketing in the economy. How companies obtain marketing information is covered in Part II: Organizing The Marketing Planning Process, while Part III: Analyzing Marketing Opportunities describes the marketing environment and its needs and buying patterns. Part IV: Selecting Target Markets deals with measuring and forecasting demand and Part V: Developing The Marketing Mix, involves the realms of designing, pricing, placing, and promoting products and services. Part VI: Managing The Marketing Effort involves the marketing management systems used by companies to implement, organize, and control

the marketing effort. This book ends with Part VII: Extending Marketing, which covers international marketing, service marketing, and non-profit marketing while concluding with a discussion of marketing's impact on society. This book presents an overview of the marketing process, from its role in society to the actual organizing of a marketing effort.

37

Private Support for Arizona 4-H.

Moe, Thomas.

Thesis. University of Arizona, 1980.

NAL Call No.: S533.F66M58

Abstract: Study to identify and quantify the private citizen and organizational dollar-support, in-kind physical resource support, and adult volunteer leader time and material support contributed to Arizona 4-H programs. Data were collected from the State 4-H office, State 4-H Foundation, the County 4-H offices and 4-H Leaders Council and a stratified sample of 4-H Adult Volunteer Leaders from all the counties in the state. The total calculated value of all sources was \$2,468,690. The total value of all Adult Volunteer Leaders hours contributed to Arizona 4-H fiscal year 1979 was \$2,727,028. Value of private contributions to Arizona 4-H in 1979 was \$6,071,574. This total private support for Arizona 4-H gave a ratio of \$5.27 for every one dollar of public support for Arizona 4-H.

38

Professional Competencies Needed by 4-H Extension Agents as Acquired During Preservice, First Year and Continuing Inservice Training.

Yeiser, Gail Poffenberger.

Thesis. University of Maryland, 1982.

NAL Call No.: S533.F66Y4

Abstract: The purpose of this study was to identify competencies that are needed by a 4-H Extension agent at the entry level; by the end of the first year of employment; or later in one's career through graduate school and inservice training. A nationwide study was conducted by survey to a stratified random sample of 200 4-H Extension agents. The instrument consisted of 450 competency statements. Data were analyzed by using the SPSS computer program. It was found that 92% of the competencies listed were felt to be needed at some time in the career of a 4-H Extension agent by 90-100% of the respondents. The final product of this study is a proposed three part self assessment instrument composed of 447 competency statement.

39

Strategic Marketing for Nonprofit Organizations.

Kotler, Philip; and Andreasen, Alan R.

Englewood Cliffs, N.J.: Prentice-Hall, c1987.

NAL Call No.: HF5415.K631 1987

Abstract: This text applies the basic principles and practices of marketing to a nonprofit environment and introduces the reader to basic concepts and tools for developing and implementing and managing a marketing effort. Part One focuses on developing a philosophy for marketing and is keyed primarily on the notion of developing a customer orientation. Part Two deals primarily with strategic planning and organization and covers the topical areas of the strategic marketing planning process, marketing research, market measurement and forecasting marketing planning, organization, leveraging limited resources, and fund raising. Part Three discusses a wide array of conceptual tools for determining an acceptable marketing mix. In Part Three the authors explain the notion of a marketing mix; describes differences in marketing programs for products, services, and desirable social behaviors; discusses management of the marketing effort, as well as basic concepts in the communication process and their relationship to marketing. Part Four deals exclusively with the notion of evaluation and control in the marketing process.

40

Strategic Marketing for Educational Institutions.

Kotler, Philip; and Fox, Karen F.

Englewood Cliffs, N.J.: Prentice-Hall, c1985.

NAL Call No.: LB2806.K67

Abstract: Applied in nature, the text is designed for educational administrators seeking to employ marketing principles to increase the effectiveness of the organization with which they are involved. The authors sequentially introduce and explain basic principles of marketing as this relate to educational institutions and demonstrate their applicability to achieving the objectives of the organization through the use of cases and examples. The book is divided into six parts. Part I introduces basic elements of understanding marketing and how it relates to educational institutions. Part II introduces a step-by-step process for developing and implementing a marketing plan. Topics covered by the chapters in Part II include the marketing planning process, environmental assessment, defining institutional resources and direction, and formulating a marketing strategy. Part II is devoted to helping the reader develop a working understanding of the concept of markets. Part IV discusses establishing a marketing mix through designing and pricing educational programs, making educational programs available to intended audiences, communication with publics, and advertising the programs offered. Part V deals with applying marketing principles attract and retain both students and financial support. Finally, Part VI deals with evaluating the effectiveness of marketing efforts.

Strategic Organizational Communication Cultures, Situations, and Adaptation.

Conrad, Charles; Center, Allen H.; and Broom, Glen M.

New York: Holt, Rinehart, and Winston, c1985.

NAL Call No.: HM258.C63

Abstract: The central purposes of the book are to provide readers with an overview of the ways communication processes affect the nature of organizations and to provide practical experience in utilization of analytical processes to select among viable organizational communication strategies. Consequently, the text is divided into two units, with each unit addressing one of the two main purposes. Unit I surveys the role of communication in creating various organizational "realities" or "cultures". Four basic types of organizations and the inherent limitations of each are discussed: traditional organizations, human relations organizations, human resource organizations, and systems-contingency organizations. Unit II addresses issues related to coping with organizational situations from a communications approach. Topics addressed in Unit II include: power and politics in organizations analyzing organizational situations, adapting to organizational situations, managing conflict, managing stress, and sex roles. The text addresses the process of communication as an integral part of organizational life and stresses the importance of an employee being able to analyze a situation, select an appropriate communication strategy, and employ it effectively.



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